

"The design of a creative and innovative implementation process"

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The office won European as runner-up in E9 Asturias ES, E10 Forsheim DE, E11 Linz AT and winner E9 in Selb DE.

This contribution contains some reflections about the design of an implementation process from an innovative point of view. For a new architecture, it's necessary new urban tools, a creative urban planning and new ways of practices where the role of the architect is reviewed.

Working with complexity demands imagination and creativity. The goal is to reach a strategic approach to contingency for offering the cities the possibility of facing uncertain futures.

Creativity appears as one of the three corners in the basic triangle of a successful implementation, the other points are the city-client and the architect-interdisciplinary team.

The question is: how to apply the notion of creativity to the design of a complex process?. Nowadays is common to find an European entry with an interesting narrative of the process of the project, for example, showing the different steps of an harmonious development. But, what happens with the design of the process, or in other terms, what happens with the project of the action model?. An action model is understood as an open urban tool, a guide for an urban development, flexible enough to be adapted to expected and unexpected changes, and what is more important, to be able to trigger a "new story".

In the way to reach a successful implementation, two main concerns arise:

- How to create the first signs of the transformation of an area?:

we have to think in the moments of identification and to establish an intense relation with the site. Also, we have to re-formulate the contemporary role of the architect, especially in terms of communication and public moderation. A good example of these new roles could be the story of the opening of the Tate Modern London. The architects organized a pre-opening before the official one, and only the taxi drivers of the city were invited, due to their condition of unofficial opinion-makers. The initiative was a successful!

- How to keep the process open as long as necessary to obtain a high degree of robustness?:

we have to think in unconventional alternatives to a classical master plan and create the scenario for criticism and for exchanging with "social time", regarding the new realities that the project finds during the implementation.

A good example of a process that breaks with the standard sequence -analyses-project-implementation- is the transformation of the Île de Nantes, where a new guide plan is proposed to follow the project during years, compensating temporary fails of the system. This plan is reviewed and republished very often. It shows new ways of political-decision-making and the possibilities of an innovative commission.

In each European Forum of Results, when the winner teams meet the clients around a discussion-table, the key question arises: how can you imagine the implementation of the winning entry?. Sometimes a silence crosses the room....

In E13, the participants may be especially invited to submit an action plan, a proposal of the implementation process of their projects (text, diagram, references...). Including reflections such as how to start a new European story, how to unlock an urban paralysis situation or how to involve the key actors from the beginning.

The design of a creative implementation process with a smart and sensitive approach to the diverse urban realities is necessary for developing a plan in the post-oil society.

"The adaptable city" throughout the robustness of the processes.

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